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LONG-RANGE PLAN FOR THE IMPROVEMENT OF LIBRARY SERVICES  
AS ASSISTED BY  
THE FEDERAL LIBRARY SERVICES AND CONSTRUCTION ACT  
AND  
THE STATE LIBRARY'S WORKING PLAN

Revised and Extended  
for  
Federal Fiscal Years 1988-1993  
(State Fiscal Years 1989-1994)

# NORTH CAROLINA

Division of State Library  
Department of Cultural Resources  
Raleigh

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**N O R T H   C A R O L I N A**

**Long-Range Plan for the Improvement of Library Services  
as Assisted by  
the Federal Library Services and Construction Act**


**A N D**

**The State Library's Working Plan**

**Division of State Library  
North Carolina Department of Cultural Resources  
Raleigh**

**November 1987**





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**Long-Range Plan for the Improvement of Library Services**  
**as Assisted by**  
**The Federal Library Services and Construction Act**  
**for Federal Fiscal years 1988-1993**  
**(State Fiscal years 1989-1994)**

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## INTRODUCTION

This North Carolina Long-Range Plan for the Improvement of Library Services has been prepared to satisfy requirements of the Library Services and Construction Act, P.L. 98-480, as amended. The purpose of the plan is to provide a framework within which the establishment or expansion of programs to carry out the intent of the law can be encouraged.

Section 2 of the Act is the declaration of purpose:

(a) It is the purpose of this Act to assist the States in the extension and improvement of public library services to areas and populations of the States which are without such services or to which such services are inadequate and to assist Indian tribes in planning and developing library services to meet their needs. It is the further purpose of this Act to assist with (1) public library construction and renovation; (2) improving State and local public library services for older Americans, and for handicapped, institutionalized, and other disadvantaged individuals; (3) strengthening State library administrative agencies; (4) promoting interlibrary cooperation and resource sharing among all types of libraries; (5) strengthening major urban resource libraries; and (6) increasing the capacity of libraries to keep up with rapidly changing information technology.

(b) Nothing in this Act shall be construed to interfere with State and local initiative and responsibility in the conduct of library services. The administration of libraries, the selection of personnel and library books and materials, and, insofar as consistent with the purposes of the Act, the determination of the best uses of the funds provided under the Act shall be reserved to the States and their local subdivisions and Indian Tribes.

In this document the term library, when not otherwise qualified, is meant to include media, information and learning resource centers. Likewise, the terms librarians and library staff include media coordinators, information and learning resource center personnel.

This long-range plan is the second of the series of three documents required of states for participation in the Library Services and Construction Act program. The



first is the Basic State Plan (State-Federal Agreement). The third is the annual program, which is published separately.

This long-range plan is a public document and will be shared with all departments of government of North Carolina libraries.

## Highlights

- Population in North Carolina will top 7.2 million by the year 2000, an increase of over 900,000 persons since 1986. During the next 14 years, the nonwhite population will grow twice as fast as the white population (22.6% vs. 11.6%).
- The median age of the population will increase by nearly 5 years during the forecast period, moving from 31.7 years in 1986 to 36.5 years in the year 2000.
- The number of children under 5 years of age is expected to increase by 3.2% (13,700) between 1986 and 2000, reversing the trend of the previous 14 years as the "baby boom" females age into the key child-bearing age groups.
- The traditional college age (18-24) population is expected to undergo a major reversal during the next 14 years, declining by 9.4% (70,000) after growing by 19.0% since 1970.
- The retirement age population (65+) will continue to grow at a tremendous rate, reaching almost a million by the year 2000. Between 1985 and 2000, an increase of 36.2% (264,000) is expected.
- Industrial output in North Carolina is expected to grow by 2.0% between 1986 and 2000. The fastest growing industries will include nonelectrical and electrical machinery, plastics, instruments, and printing/publishing, while the leather, textiles, tobacco, apparel, and lumber industries will either grow at slow rates or decline.
- Mainly as a result of demographic forces, growth in the North Carolina civilian labor force will slow to 1.1%, compared to a rate of 2.3% since 1972. The state labor force is expected to reach 3.76 million by the year 2000.
- Consistent with the expected slowing in labor force growth, the rate of increase in employment will decline over the next 14 years. Growth in total nonfarm employment is forecast to be 1.2% per year, down from 2.6% during the period 1972 to 1986.
- Reflecting past trends, the state's non-manufacturing sector will be the primary source of new jobs. Importantly, many of these jobs will be in the high wage service categories (business, health, and professional).
- The state's average manufacturing wage is expected to increase from \$7.55 in 1986 to \$17.12 in 2000, an average annual increase of 1% after adjusting for inflation.
- Housing starts in North Carolina are expected to peak at around 88,500 units in 1988 before falling back to a more sustainable rate of 75,000 to 80,000 in the 1990's.







## ACADEMIC LIBRARIES AND LEARNING RESOURCES CENTERS

The state of North Carolina has two highly developed systems of post-secondary education. One is the sixteen-campus University of North Carolina system; the other is the fifty-eight community colleges and technical institutes. The UNC system has a president, other officers, and general administration, all overseen by a board of governors. Each of the state universities also has its own chancellor and board of trustees. The North Carolina Department of Community Colleges, headed by a president and a board, provide state-level oversight for that system, each campus of which also has its own president and board. The state thus has an enormous investment in publicly-supported higher education, and the institutions themselves likewise are enormously influential as providers of education, research and community service in North Carolina.

The state is also attentive to supporting the thirty-two private senior colleges and universities and the six private junior colleges in North Carolina. For example, the General Assembly provides tuition assistance (not based on financial need) to any North Carolinian attending an independent college or university in the state as well as funds to each school for which financially needy students from the state can apply. The private schools have an active North Carolina Association of Independent Colleges and Universities, with research and support also supplied by the North Carolina Center for Independent Higher Education.

Enrollments at most of the state universities and community colleges remain steady or continue to grow, with some of the larger universities deliberately scaling back the sizes of their freshmen classes. Enrollments for 1987/88 at many of the private colleges and universities are up as well, with 22 of those institutions reporting an average 9% overall increase over 1986/87. Fall 1986 enrollment in all the state's post-secondary institutions was almost 295,000.

The libraries in these schools are as varied as the institutions themselves. They range from major research libraries to small collections primarily supporting liberal arts curricula to learning resources centers encompassing traditional library collections plus extensive audiovisual holdings and instructional services. Resources as of June 30, 1986, were reported as follows:



	Senior Colleges	Community Colleges	Private Jr. Colleges
Books	18,565,012	1,658,359	325,912
Microform titles	1,932,904	35,691	2,775
Other Micro- text units	14,000,037	391,977	9,250
Audiovisual materials	243,410	99,371	7,066
Serial titles	140,566	13,388	1,552
-----			
TOTALS			
BOOKS		20,549,283	
MICROFORM TITLES		1,971,370	
OTHER MICROTEXT UNITS		14,401,264	
AUDIOVISUAL MATERIALS		349,847	
SERIAL TITLES		155,506	
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Library staff (in full-time equivalents, and including student assistants) in all the schools totaled 3,019.8. Of all institutions' \$76,836,201 in operating expenses, \$24,239,590, or 31.5%, was spent on books and other library materials.

Academic libraries' welfare cannot, of course, be separated from that of their parent institutions. The most likely overarching concern is the continuing decline in the traditional student population. The state-supported universities and community colleges will probably be less affected by this decline than the independent institutions, partly because of the former's favorable tuition rates. However, the competitiveness will increase among all types of schools, and stable or declining budgets at the institutional level will have important impact on libraries where budgets and intrainstitutional allocations are made on the basis of full-time equivalent student enrollment.



Competitiveness may increase as well because of the trend in the community college system to offer more types of course for college transfer in comparison to the technical/industrial focus on which the system was founded. This shift in the community colleges will place additional demands on their libraries and learning resource centers as they seek to support an ever-widening variety of courses.

Among all the state-supported schools, the need continues to remedy institutional and library differences and deficiencies in library resources. While vigorous efforts have been made to improve libraries in the state university system, they must be continued so that each library is equipped to serve its campus's teaching and research needs. Learning resource centers' situations vary too, in part because community colleges receive local as well as state funds, and the extent of local support across the community college system varies greatly.

At the campus level, libraries and learning resources centers are challenged to cooperate or compete with media centers, computer centers and computer labs. In a few cases these operations have been merged, with the library as the parent organization. In the majority of cases, where actual merger will not take place, libraries must work with these other services more and more closely, as more and more information, research and publication are produced and available in computerized modes.

Computers are increasingly prominent in libraries' and learning resources centers' daily operations, for acquisitions, cataloging, circulation, online searching, etc. All the UNC system's libraries are members of the Online Computer Library Center (OCLC) and also have or will be getting local automated systems. The picture is less clear for the community college system. The N.C. Department of Community Colleges' Media Processing Services does cataloging via OCLC for most of the local libraries/learning resources centers for most of their acquisitions, but local automated systems are by and large, dependent on computers purchased for general college use. As is to be expected, there is even more variation among the private colleges and universities. Some use OCLC and have local automated systems as well, while other cannot even provide online access to information databases.



Online catalogs are in operation at Duke University, N.C. State University and UNC-Chapel Hill, with each school's catalog accessible at the other two institutions. Telecommunications networks are operating for all the member institutions of the two state-supported systems, and they are participating as well in the North Carolina Information Network. One challenge is to see that all the networks develop cooperatively and enhance each other. Other equally important challenges are to continue cooperative collection development and to increase the ease of resource sharing among all the academic libraries.

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## INSTITUTIONAL LIBRARIES

For the purposes of this document, institutional libraries are defined as those libraries in residential facilities operated by the N.C. Department of Human Resources or by the Division of Prisons or the N.C. Department of Correction. In Human Resources, facilities are run by the Divisions of Youth Services, Mental Health, Health Services, and Schools for the Deaf and Blind. Correctional facilities include prisons, field units, advancement centers and youth centers.

Trends begun in the 1970's continue to cause shifts in the state's institutional population and in the nature of library services in the institutions. The most important of these trends are the mainstreaming of mentally and physically handicapped children in public education, the deinstitutionalization of mental health patients, and the growth of correctional institutions, the latter reflecting legislation and sentencing in response to public concern with rising crime rates.

Human Resources has about twenty institutions, including mental hospitals, centers for the mentally retarded, alcoholic rehabilitation centers, and special schools. Their per-institution population ranges from less than 100 to over 1,000. Library services in the institutions associated with education have been the most successful, with libraries in schools for the blind and schools for the deaf having the most materials, space, staff and administrative support. However, even in these schools and in the other Human Resources institutions, mainstreaming and deinstitutionalization have had their effects. The residents of the mental institutions and centers for the mentally retarded are now more likely to be the chronic and/or severe cases. Students in the schools for the deaf and blind may have not only those handicaps, but may be mentally retarded and/or disruptive as well. The challenge to provide rehabilitative, educational and library services to these residents is thus greater and more difficult than ever before.

In the North Carolina Department of Correction, attention is given to alternatives to incarceration, but prisons and prison populations continue to grow. North Carolina has close to ninety prison units, more than any other state, and its prison population is among the highest, considered as a percentage of the state's total population. Many units are overcrowded, and inmates have filed suits protesting the conditions and the lack of access to, or denial of, services with which they are supposed to be provided. The state is now under federal order to ease the overcrowding and improve other



conditions. The 1987 General Assembly approved special requests for prisons construction and expansion.

Because security is always the first concern in correctional institutions, maintaining any reasonable level of library services to inmates is a difficult proposition. Most of the Department of Correction's efforts toward library services for close to ten years has focused on law libraries because of a 1977 U.S. Supreme Court ruling that inmates be given adequate court access. That system of prison law libraries was challenged in 1986 by a U.S. District Court ruling that inmates must be provided with trained lawyers.

As the situations with the state's institutional libraries have become more complex and problematic in the last several years, the State Library's ability to help improve those situations has declined. In 1968 the first Library Services and Construction Act grants were made available from the State Library to help meet needs for public library types of services for residents or state-supported institutions. By 1975 the State Library had two institutional consultants who made 200 visits to 65 institutions that year. The staff positions and the availability of federal and state funds for library services were showing positive results for libraries in institutions. Cutbacks in state government forced the abolition of one of the institutional consultant positions around 1980; the other position was abolished in 1986.

Since that time, actual consultation and site visits to institutions have been minimal, but several of the State Library's administrators have cooperated to see that the state and federal grants continue to be awarded and monitored. Grant guidelines have been changed so that funds can be spent only on books or other materials for public library types of services to the institutions' residents and inmates. Beginning in 1988, the State Library plans to have a consultant in its Library Development Section given part-time responsibility for helping with the grants and also for advising institutions on their libraries.

The institutional libraries' needs are the same as those stated in the state's 1983 LSCA long-range plan:

Increased and stable funding base for all institutional libraries;

Establishment at departmental levels or annual, line-item library materials budgets for all libraries;



Coordination of institutional libraries at the state level, especially for the institutions run by the Department of Human Services;

Adequate collections with a variety of materials as well as a variety of types of materials, particularly those that address the learning/reading problems of the mentally or educationally handicapped (e.g., high interest/low vocabulary books, audiovisual materials, realia);

Availability of computers as library and educational service to residents;

Improved access to library services;

Expansion of already-established library services to residents not currently being served;

More librarians in correctional institutions;

More library assistants and other support staff;

Training in institutional library services for all library staff, particularly in the areas of services to the mentally retarded and the multiply handicapped;

Improved provision of continuing education for institutional library staff members, and promotion of increased participation in other relevant training;

Development of cooperation and communication among institutional libraries;

Increased cooperation among public, academic and institutional libraries;

Greater visibility and awareness of institutional libraries, both by the communities they serve and by the general public.

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### PUBLIC LIBRARIES

The most recent summary of public library facilities in North Carolina shows the following:

Regional (49 counties)	15
County (includes municipal serving co.)	51
Independent municipal	38
Indian reservation	1
Branch	246
	---
TOTAL	351

Sixty-five bookmobiles served 83 of the state's 100 counties in 1985/86; 60 served 75 counties in 1981/82.

Gains in income over the same period are evident below:

	1981/82			1985/86		
	<u>Amount</u>	<u>%</u>	<u>Per Capita</u>	<u>Amount</u>	<u>%</u>	<u>Per Cap.</u>
City or Town	\$ 6,337,112	17	\$1.07	\$ 7,843,904	13	\$1.27
County	21,570,897	59	3.66	33,247,159	57	5.39
State Aid	4,789,462	13	.81	10,789,462	19	1.75
Fed. Aid (LSCA)	1,181,960	3	.20	1,764,339	3	.29
Other	3,067,559	8	.52	4,440,580	8	.72
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	\$36,946,990	100	\$6.26	\$58,085,444	100	\$9.42

The percentage of total public libraries' income provided by federal and other aid remained steady at 11%, while state aid increased by 6%, to 19% of the total income. The state's Aid to Public Libraries Fund remained at \$10,789,462 for 1986/87. The 1987 General Assembly appropriated an extra \$500,000 annually for this fund, bringing the yearly total as of 1987/88 to \$11,289,462.

In the 1980's the state legislators have increasingly targeted local libraries to receive state funds through special bills. Most of these appropriations are small (in the \$2,000-\$10,000 range) and are for the libraries' general operations. A few larger bills have usually been for construction. The 1987 General Assembly approved \$1,250,000 for 1987/88 and the same amount for 1988/89 for public library construction and designated the Department of Cultural Resources/Division of State Library to administer these funds.

Federal support for public library construction under the Emergency Jobs Act and Title II of the Library Services and Construction Act has aided and kept interest high in the mid-1980's. Local support and interest are high too. In the past two years voters have approved bond referenda for major construction and expansion projects for public libraries with headquarters in Chapel Hill, Charlotte, High Point, Lenoir and Salisbury.

In 1981/82 public libraries had, in full-time equivalents, 366.3 professional librarians and 1,301.9 other employees. The total number of librarians increased by 18% to 431.1 in 1985/86. Over the same period the total of all other staff members increased by 14%, to 1,479.1.

Public libraries' collections and the use of those collections grew substantially as well:

	<u>1981/82</u>	<u>1985/86</u>
Book stock	8,584,614	9,962,310
Volumes per capita	1.45	1.62
Holdings, all other library materials	390,137	569,974
Book circulation	21,365,208	26,291,704
Circulation, all other library materials	1,953,679	2,874,947
Reference questions	4,491,740	6,099,725

In the late 1970's all public library systems in the state completed library/community analyses, and several libraries have since done updates or new editions



of their analyses. Many of the analyses' findings and recommendations continue to be carried forward into the long-range plans and plan updates done annually and submitted as a requirement for receiving grants from the state's Aid to Public Libraries Fund. Several libraries have used the 1980 manual, A PLANNING PROCESS FOR PUBLIC LIBRARIES, and the 1982 publication, OUTPUT MEASURES FOR PUBLIC LIBRARIES.

All public library systems have copies of the 1987 editions of these manuals and are being encouraged to use them to help assess and plan their services. North Carolina also intends to participate in the Public Library Data Service, the third component of the national Public Library Development Program.

In addition to these aids for evaluation and planning, the Public Library Section of the North Carolina Library Association and the N.C. Public Library Directors Association decided to update the 1976 STANDARDS FOR PUBLIC LIBRARY SERVICE IN NORTH CAROLINA. A joint committee has completed the new standards manual, a combination of input and output measures, to be published in late 1987.

The public library community's basic needs and concerns have not changed drastically in the 1980's, and no major alterations are expected in the next several years. The directors' group, with the Public Library and Trustee Sections of the North Carolina Library Association and the Friends of North Carolina Public Libraries, have concentrated on increased appropriations from the state's Aid to Public Libraries Fund and the establishment of a state fund for construction.

A parallel concern continues to be public librarians' salaries. Surveys by the State Library and the directors' association have resulted in recommended salary levels endorsed by the State Library Commission and the Cultural Resources Secretary. Many local library boards and governmental units have responded favorably, but more remains to be done to see that salaries for all the state's public librarians are at least on par with those for public school librarians. Larger staffs and improvement of public library personnel's knowledge, skills and abilities through staff development and continuing education are also ongoing needs.

Public libraries' long-range plans show continuing attention to basic services such as development of book and non-book collections and strengthening of general reference/information services, outreach, and services to children and young adults. Plans also highlight the potential for computer and telecommunications technology



for more efficient local operations, resource-sharing, and providing library users with electronic access to a wealth of information.

Many public libraries already participate in the North Carolina Information Network and more need to. The network's online union catalogs, bulletin boards, electronic mail and access to hundreds of computerized databases provide varied and sophisticated services to their users. Closely tied to this need for state-of-the-art information services is public libraries' need to strengthen services for and ties with community leaders in government, business, and public and private agencies.

The concluding statement about public libraries in the state's 1983 LSCA long-range plan is even more pertinent now:

Finally, technological development will increase the competition between the public and private sectors for ownership and communication utility, they must acquire, adapt and use the various forms of new technology and they must be active in protecting the citizen's right to know by assuring that information is free and accessible.

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## PUBLIC SCHOOL LIBRARY/MEDIA CENTERS\*

The School Library/Media Program is designed to support the educational goals of a school, and to serve all students and teachers. Its two main functions are:

- . to teach information skills within the framework of the school's program
- . to provide materials and services that support the instructional program

Technological advancements have renewed interest in the school library/media center and expanded the role of the school media coordinator (librarian), prompting the revision of MEDIA PROGRAM RECOMMENDATIONS: INDIVIDUAL SCHOOL/ADMINISTRATIVE UNIT in 1986. These state guidelines, used for planning, developing, and evaluating school media programs, were expanded to address newer technologies and the State's new BASIC EDUCATION PROGRAM and competency-based curriculum, TEACHER HANDBOOK.

A revised MEDIA COORDINATOR PERFORMANCE APPRAISAL INSTRUMENT that embraces the expanded role of the library/media professional was adopted by the State Board of Education, July, 1987.

### OVERVIEW OF SCHOOL LIBRARY/MEDIA PROGRAM

1. Information Skills Instruction is the core of the school library/media program. In North Carolina, all instructional programs are identified in three state documents:

- . BASIC EDUCATION PROGRAM
- . STANDARD COURSE OF STUDY
- . TEACHER HANDBOOK

The Information Skills Program is identified in these documents as "Library/Media/and Computer Skills." This program is not simply a list of topics to be covered at one specific time in the K-12 curriculum. Rather, it establishes clearly defined skills....locational, inquiry/investigation, reporting, literature appreciation, reading guidance, and computer awareness.

The documents listed above are used by library/media professionals to develop Information Skills Scope and Sequence/Curriculum Guides at the local level. Furthermore, because of constant change in the world of information, the guidelines encourage that programs developed to teach information skills reflect these



changes through continuous revision.

2. Resources represent materials and equipment that comprise a media collection. Building a strong media collection, which reflects the curriculum of the school, is dependent upon a sound selection policy and adequate financial support. North Carolina General Statute 115C-98(b) requires each school system to have a system-wide selection policy that is adopted by the local board of education.

The BASIC EDUCATION PROGRAM outlines basic quantitative guidelines for printed materials, nonprint materials and accompanying equipment. Beginning in 1987/88, \$25 in constant (1985) dollars for each student ADM has been funded for instructional materials and supplies. It is from this allocation that resources for the library media collection can be financed. The challenge for media professionals is to justify resource needs in order to assure an appropriate level of support.

3. Personnel implement all aspects of the media program, participate in curriculum development, and perform any other duties affecting the total instructional program. With the phased in implementation of the BASIC EDUCATION PROGRAM, two hundred instructional support positions were funded for the 1986/87 school year and funding has been approved for 100 positions in 1987/88 and 200 positions in 1988/89. Media coordinators (librarians) are included in the instructional support group. Full funding will create over 1000 new school library/media positions at a 1-400 ratio by 1992. One of the challenges facing media leaders is recruiting competent people to enter the profession in sufficient numbers to fill the newly created positions.
4. Facilities provide the environment for, and enhance the use of a majority of the resources and services available through the school library/media program. Recent legislation has initiated long-range facilities planning and provided a funding plan. Many counties have already passed a one-half cent sales tax in order to improve school facilities. Other sources of funding will advance possibilities for expanding school library/media facilities.



## STATE AGENCY EFFORTS

The North Carolina Department of Public Instruction demonstrated its commitment to serve the needs of school systems, responsively, by recognizing the significant role that newer technologies play in our public schools. The new Area of Educational Media and Technology Services had direct input into policy formulation and other key decisionmaking activities. Each division within the Area contributes uniquely to components of a good school library/media program.

The Division of Computer Services provides leadership and consultation regarding microcomputers and their instructional use, as well as use for library automation. Several pilot projects have allowed schools to venture into the world of telecommunications, work processing, data bases, and automated libraries.

The Division of Media Evaluation Service conducts a media review program to evaluate recently copyrighted instructional materials marketed for schools. The primary purpose of this program is to assist North Carolina educators in identifying and selecting current, outstanding, supplementary instructional materials appropriate to the K-12 curriculum.

The Division of School Media Programs provides leadership in the development and implementation of effective school library-media programs. Media and Technology Coordinators in the eight Regional Education Centers are the liaison between school systems and all divisions in the Area of Educational Media and Technology Services.

The Division of Telecommunications provides consultant services and technical support for newer technologies; and provides the open-air broadcast School Television programming service to the schools of North Carolina. Selected STV programs and staff development materials are made available, upon request.

The future holds promise for extended learning opportunities for all through satellite delivered courses for students and staff development for teachers. Additionally, improved communication is a possibility through the recently initiated statewide electronic mail system.

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TEACHER HANDBOOK: LIBRARY/MEDIA AND COMPUTER SKILLS K-12. North Carolina Department of Public Instruction, 1985.

\*This chapter written by Elsie L. Brumback, Assistant State Superintendent, Media and Technology Services, North Carolina Department of Public Instruction.



## SPECIAL LIBRARIES

Special libraries are a strong component of North Carolina's information infrastructure. Besides service to their primary clientele, they are active in resource-sharing and other programs benefiting library users and libraries of all types in the state. There are about 150 special libraries in North Carolina, divided into three general groups: government, corporate/research and academic special. All three types are found in the greatest concentration in the Research Triangle (Chapel Hill, Durham, Raleigh and the Research Triangle Park). Other important clusters are in the Piedmont Triad (Greensboro, High Point and Winston-Salem) and Metrolina (the eleven-county area including and surrounding Charlotte/Mecklenburg).

Special libraries submit reports to the State Library. Their resources - cataloged books (and other items cataloged in the same manner as books) and serials - have grown as follows:

	<u>1980/81</u>	<u>1983/83</u>
Books and other cataloged items	3,093,550	3,656,275
Serials	74,128	77,798

For 1980/81 special libraries reported 275.9 professional librarians in full-time equivalents and 431.5 support staff members. Those figures grew by 11% and 6% respectively, to 306.2 librarians and 458.5 support staff in 1983/84. The total size of special libraries' primary user groups increased from 931,062 to 965,756 over the same time period.

North Carolina has an active state chapter of the Special Libraries Association, with a solid program of seminars and other continuing education events. One of the NC-SLA committees is consultation, to give expert advice and assistance in establishing, maintaining and strengthening special libraries' services. A recent project of the Consultation Committee has been to target new businesses in North Carolina. The chapter publishes a quarterly bulletin, of which the 1987 directory issue listed 200 members.

It appears that governmental and academic special libraries are in a more stable environment than corporate libraries. External forces such as mergers, buy-outs and relocations and internal forces such as the strength of data processing operations create a more volatile setting



for special libraries in private business. Primary needs for these libraries are to obtain and keep resources and maintain their standing in their companies so that they can provide the information - be it in marketing, research, product development, etc. - required for their firms to prosper.

As new businesses are started in or move to North Carolina, it is also important that they be encouraged to seek and use all the information available to them. That information may come from local public, community college or academic libraries, or it may require the establishment of a firm's own special library.

Most special libraries have relatively small collections in carefully defined subject areas. They must therefore have rapid and reliable access to other libraries' collections and to computerized information databases to supplement their in-house resources. Special libraries, including those in private businesses, are active in interlibrary borrowing and lending and other resource-sharing programs. Many of them are already active in the North Carolina Information Network, and it will be important to continue and expand their participation and to keep their needs in mind in designing new network services.

Many special libraries also have relatively small staffs, so external opportunities to meet with and learn from other librarians are important, as are the more formal continuing education opportunities. In addition to the NC/SLA offerings, special librarians need to be encouraged to participate in the North Carolina Library Association and other professional and educational activities planned for all types of libraries. The NCLA and other continuing education providers likewise need to be encouraged to include special librarians and their interests in their plans and activities.

#### SOURCES

"NC/SLA Member List." NORTH CAROLINA CHAPTER OF THE SPECIAL LIBRARIES ASSOCIATION BULLETIN (April 1987), n.p.

STATISTICS OF NORTH CAROLINA SPECIAL LIBRARIES, July 1, 1980 - June 30, 1981.

Division of State Library, N.C. Department of Cultural Resources, 1982.

STATISTICS OF NORTH CAROLINA SPECIAL LIBRARIES, July 1, 1982 - June 30, 1984.

Division of State Library, N.C. Department of Cultural Resources, 1985.



## FEDERAL PROGRAMS

### CRITERIA, POLICIES AND PROCEDURES FOR THE ALLOCATION OF TITLE I

North Carolina's overall Title I program represents a variety of well-established projects. The program has not changed dramatically in the last five years, nor is it expected to in the next several years. There are usually minor changes made each year to several of the projects for more effective and efficient operation, and new projects may be begun and/or current projects phased out as needs indicate. However, the Title I program already in place seems responsive to the needs that federal funds are designed to address.

While each project of subgrants has its own set of guidelines and forms (described in detail in the annual programs), the basic requirements are the same for all the projects. Libraries must show evidence of need, prior planning, evaluation of alternatives, and local financial support when applying for grants. North Carolina's LSCA Advisory Council and the State Library Commission provide general program evaluation and review. State Library personnel and various specialized committees monitor and evaluate individual grant projects. At the end of each funding period, all grant recipients must file complete fiscal and evaluative reports on their projects. Some projects supporting major activities or operations (e.g. the NC Foreign Language Center and the NC Literacy Association) entail quarterly reports and grant payments.

#### GRANT PROGRAM FUNCTIONS OR ACTIVITIES

Based on definitions in the Library Services and Construction Act itself and the accompanying rules and regulations, the U.S. Department of Education lists fourteen grant program functions or activities covered by Title I. That listing is repeated below to show how North Carolina's Title I projects address each of those areas. These categories are not mutually exclusive, but all projects except one are assigned to the function or activity they most directly address.

The single largest project in North Carolina's Title I program, the enrichment grants to public libraries, can cover the majority of the fourteen areas. This flexibility and range of possible uses of this project arise from the State Library's basic tenet in working with public libraries, which is that the libraries themselves are the best assessors of the



library service needs of their communities. Therefore, when libraries apply for each year's enrichment grants, they explain their proposed uses of the funds to meet local priorities which are also priorities of Title I. The enrichment grants are awarded annually on a noncompetitive, per capita basis to all public library systems that qualify for grants from the state's Aid to Public Libraries Fund.

The individual Title I functions and how North Carolina addresses them are described below.

### 1) AREAS WITHOUT SERVICES:

Bookmobiles are a vital service component of many North Carolina libraries, especially those that serve the rural eastern and western portions of the state. Because of the expense of purchasing new and/or replacement vehicles, the State Library has a grants project to help libraries buy new bookmobiles. Grant amounts vary depending on the number applications received, the total federal funds assigned to the project yearly and the number of grants approved.

### 2) AREAS WITH INADEQUATE SERVICES:

A) Title I funds provide the State Library's Audiovisual Services Branch with additional resources to purchase, catalog and loan its film and videocassette collection. This statewide resource augments local library collections in these two formats.

B) Assistance for continuing education is offered to public library staff members, library board members and members of Friends groups through an LSCA grant project. Grants of up to \$1,000 per twelve month cycle are awarded to successful applicants to assist with all costs involved in attending a continuing education activity.

C) The State Library supports the need for public library related research and demonstration projects through an LSCA grant project. In consultation with the public library community in North Carolina, the State Library assesses areas and topics that are of research and/or demonstration interest and makes available funding to support mutually agreed upon projects. Research results are published and made available to all libraries.

### 3) THE DISADVANTAGED:

To stimulate public library services to children and young adults, the State Library provides an LSCA-



supported reading program including planning guides and other ready-to-use materials to public libraries. The State Library sponsors a Quiz Bowl competition that provides libraries the opportunity to have a major library related programming project for young adults.

#### 4) THE HANDICAPPED:

Priority for available LSCA Title I funds for services to the blind and physically handicapped is given to supplementing the state budget of the Regional Library for the Blind and Physically Handicapped. Operated by the Special Services Section of the State Library, the regional library gives direct service to any North Carolina citizen who, because of certified visual or physical impairment, cannot hold or read regular print materials. Materials provided include braille and large-print books, books and magazines on disc and cassette and the equipment necessary to use whatever medium the material is in. Materials are mailed free of charge to these readers. LSCA funds are used to purchase large-type books, print newsletters and catalogs of materials, underwrite production and proofing of volunteer-produced materials and to supplement other areas of the service as needed.

#### 5) STATE INSTITUTIONAL LIBRARY SERVICES:

The State Library monitors an LSCA grant project available to qualifying state supported institutions in the NC Department of Correction and the NC Department of Human Resources. To qualify for assistance, an institution must receive at least fifty-one percent of its financial support from the state's general fund. LSCA funds are used by these institutions to purchase materials to supplement their existing collections.

#### 6) STRENGTHENING THE STATE LIBRARY ADMINISTRATIVE AGENCY:

The State Library's Technical Services Section is engaged in an ongoing LSCA-funded project of retrospective conversion to make the State Library's collections more accessible through electronic formats. Title I funding supports the staff cataloging positions necessary to perform quality cataloging of important library holdings.

#### 7) MAJOR URBAN RESOURCE LIBRARIES:

In North Carolina, major urban resource libraries are defined as libraries located in cities of over 100,000 population that have special collections and serve library users throughout the regional area in which



they are located. LSCA funds are used to strengthen materials collections, supplement budgets in areas such as postage and telecommunications and provide special database searching capabilities.

#### 8) STRENGTHENING METROPOLITAN PUBLIC LIBRARIES:

Advances in automating vital library functions such as cataloging, circulation and reference strengthen the ability of major metropolitan libraries to provide important and timely services to their patrons. Because of the cost of researching, evaluating, purchasing and implementing new automation options, the State Library uses LSCA funds to supplement local funding for such systems.

#### 9) LIMITED ENGLISH-SPEAKING PROFICIENCY:

The major project in this area is support for the North Carolina Foreign Language Center, a statewide service that is housed in and operated by the Cumberland County Public Library and Information Center. The center acquires, catalogs and loans materials including books, cassette tapes and videotapes in sixty different languages. In addition to interlibrary loan services, rotating collections of foreign language materials are available on deposit to public libraries across the state.

#### 10) SERVICES TO THE ELDERLY:

Many of the state's public libraries have elected to use portions of their yearly LSCA enrichment grants to support activities in this area. These activities include, but are not limited to, the purchase of special materials and support for special library outreach services.

#### 11) COMMUNITY INFORMATION AND REFERRAL CENTERS:

LSCA enrichment grant funds are used by public libraries to strengthen reference collections, acquire database searching capabilities, participate in the statewide library networking program and acquire additional materials and/or equipment to enhance their reference and information referral capabilities.

#### 12) LITERACY:

Literacy is a critically important area for North Carolina. The State Library provides literacy support on a statewide level through a grant project to the North Carolina Literacy Association whose primary goal is to establish and strengthen local literacy services on a



statewide basis. LSCA funds support the Literacy Association in hiring qualified staff, establishing a central office and providing direct assistance to individual literacy programs.

#### YEARLY ACTIVITIES:

- Ongoing Continue funding support for the NC Foreign Language Center, the Library for the Blind and Physically Handicapped, the North Carolina Literacy Association, and the enrichment, automation and continuing education grant projects.
- 1989/90 Initiate a project specifically designed to serve the elderly.
- 1990/91 Evaluate and review the public library automation grant project; revise as the evaluation indicates.





## CRITERIA, POLICIES AND PROCEDURES FOR THE ALLOCATION OF LSCA TITLE II (PUBLIC LIBRARY CONSTRUCTION) FUNDS

### ELIGIBILITY

Application may be for a project meeting the definition of "construction" in Section 3 (2) of the Library Services and Construction Act: " 'Construction' includes construction of new buildings and acquisition, remodeling, and alteration of existing buildings, and initial equipment of any such buildings, or any combination of such activities (including architects' fees and the cost of acquisition of land). Such term includes remodeling to meet standards under the Act of August 12, 1968, commonly known as the 'Architectural Barriers Act of 1968,' remodeling to accommodate new technologies, and the purchase or existing historic buildings for conversion to public libraries. For the purpose of this paragraph, the term 'equipment' includes machinery, utilities, and built-in equipment and any necessary enclosures or structures to house them; and such term includes all other items necessary for the functioning of a particular facility as a facility for the provision of library services."

Application will be received from any public library system (regional, county or municipal) which meets the eligibility requirements for receiving State Aid to Public Libraries. The application may be for the system headquarters/main library or for a subdivision (county library or branch library) of the system.

Application will be received for a service area which has no present public library facility or has a facility which is inadequate to provide good public library service to the area.

The public library standards listed in the "SOURCES" section of this chapter are to be used to determine the adequacy or inadequacy of a public library building.

### REQUIREMENTS

Local construction funds to match federal construction funds must be available or vouched for by local government. These must be public funds and may include contributions from private organizations or individuals, deposited to the library's account to be used by the county or municipal government as



public money for the public library facility.

In-kind contributions are not permitted as means of fulfilling the match requirements under the provisions of LSCA.

The project must be for a public service facility, not a facility to be used entirely for administrative purposes.

Operational funds for staff, books and other materials and other costs of operating the building for maximum public use must be pledged by governing boards. Even the smallest building must be open to the public a minimum of 30 hours per week. Hours are set for the convenience of citizens.

Title to any building constructed, altered, remodeled or expanded under this Act must be held in the name of a county or municipal government. The building must continue to be used for public library purposes, or the proportional federal share of the value of the land, building and equipment must be repaid.

Library services provided in a building constructed, remodeled or expanded under the plan will be furnished free of charge and without discrimination to all residents of the service area.

The site, a written building program and all building plans must be approved by the State Library. (See details under "Procedures.")

A registered architect must be employed for the project, and competent architectural and engineering supervision during construction must be guaranteed in the contract.

Consultants may be employed as a part of the project where the head librarian is not experienced in building planning.

Construction should be designed to permit expansion either horizontally or vertically.

The project must be undertaken in an economical manner and may not be elaborate in design or materials.

The building must be designed for ease of access and use by the physically handicapped.

The newly constructed, expanded or renovated



facility must to the extent feasible make the most efficient use of energy.

The building must be planned for public library service and conform to all building codes and ordinances regarding off-street parking, access walks, delivery areas, etc.

Purchase of an existing building, including the site, for a public library building is an eligible cost. A feasibility study by an engineer, architect or equivalent qualified person must be made to certify that the building is structurally sound enough to be adapted for public library service.

Where a site is purchased with a building to be razed or removed, the purchase cost of the existing building is not eligible for funding. Only the portion of the cost of the land is eligible.

Remodeling of an old building will not be approved unless competent architectural engineering experts present opinions in writing that:

The site is excellent,

The building is structurally sound and functionally adaptable,

Remodeling will be significantly less expensive than new construction and the remodeled building will meet all requirements of new building,

The building can be expanded as needed.

The project must include all necessary initial equipment for the operation of the building for public library service.

## PROCEDURES

Libraries which plan to apply for federal funds should notify the State Library of their plans so that proper information and applications can be obtained at appropriate times. State Library consultants will work with officials, trustees, librarians and architects on all phases of planning. Forms for all purposes are available from the State Library. Following is a list of required construction applications and other data:

A STATEMENT OF INTENTION to apply for federal construction funds should be filed with the State Library when a library board or local



government can estimate that it will have all needed local funds available.

APPLICATION FOR SITE APPROVAL must be submitted, accompanied by a map showing the location in relation to the downtown or business area of the town in which the library is to be located. The State Librarian, Assistant State Librarian or a Public Library Development consultant must have seen the site before it will be approved. An investment of one-third to one-half the construction cost may be necessary to obtain the best site. Adequate parking must be available or made available.

NOTIFICATION to the State Clearinghouse or construction projects must be filed, either by the locality or by the State Library. The State Library will notify each grantee which party must file the notification.

An ENVIRONMENTAL IMPACT STATEMENT, in accordance with the National Environmental Policy Act (P.L. 91-190) must be prepared. A statement outline is available from the State Library. After the statement is prepared, the State Library or the locality must forward this statement to the Clearinghouse for comments. The State Library will notify each grantee which party must file the statement.

**Proper ASSURANCES must be filed of:**

National Historic Preservation Act of 1966 compliance. Site clearance must be requested from the North Carolina Department of Cultural Resources, Division of Archives and History, Raleigh.

Flood hazard evaluation of the library site, in accordance with Executive Order 11988, "Flood Plain Management," of February 10, 1978. This evaluation must be obtained from the U.S. Corps of Engineers.

Archaeological assessment, which must be obtained from the North Carolina Department of Cultural Resources, Division of Archives and History, Raleigh.

Assurance under the Uniform Relocation Assistance and Real Property Acquisitions Policies Act of 1970 (P.L. 91-646). If the site



involves relocation of a person's residence or business, the costs involved will be included in the project budget. A form to assure compliance with this Act is available from the State Library.

Certification of access to and use by the handicapped.

Compliance with energy conservation measures in designing and constructing a facility, in accordance with Standard 90-75 of the American Society of Heating, Refrigerating and Air-Conditioning Engineers, Inc. (ASHRAE).

Observation of local and state codes, or other recognized codes where applicable, with regard to fire and safety standards.

Assurance of compliance under Title VI of the Civil Rights Act of 1964, signed by the library board chair, must be sent to the State Library for the current year. A form for this assurance is available from the State Library.

A written BUILDING PROGRAM to be used by the architect must be submitted to the State Library prior to submission of the preliminary floor plans. The program will outline the services and describe the functions of each area of the proposed building, including the number of persons, books and kinds of equipment to be accommodated therein. It will also show the relationships of the various areas to each other to the building entrances, and indicate control points for all public service areas. Approval of the program should be obtained from the State Library before it is given to the architect. A suggested outline for preparing a public library building program is available from the State Library. The building program may be submitted before a site is selected.

A copy of all PRELIMINARY DRAWINGS is to be submitted to the State Library before final drawings and specifications are done.

The PRELIMINARY APPLICATION for a public library federal construction grant is to be filed with the State Library when:

It is possible to answer all the questions on the form,

Local matching funds are guaranteed by the



local government,

Preliminary drawings have been approved.

Upon approval of the Preliminary Application, federal funds for the project will be encumbered.

At least 50 days prior to advertisement for bids, the State Library must be asked to obtain WAGE DETERMINATION RATES from the U.S. Department of Labor.

Before bids are advertised, required statements for the contract documents must be secured from the State Library and incorporated before FINAL DRAWINGS and SPECIFICATIONS are approved. The State Librarian or the Assistant State Librarian must approve the final drawings and specifications before the project is placed on the market for bidding.

Specifications must be written and bids taken in conformance with the state law (GENERAL STATUTES OF NORTH CAROLINA, Chapter 143, Article 8)

After the bids are opened, a TABULATION OF BIDS received must be sent to the State Library.

Before contracts are signed with successful bidders, a CONSTRUCTION AGREEMENT must be signed between the State Library and the local governmental unit. The FINAL APPLICATION with costs revised in line with accepted bids must be filed with the Construction Agreement.

A signed copy of each CONSTRUCTION CONTRACT must be filed with the State Library.

An EQUIPMENT INVENTORY must be filed.

Payments will be made according to the schedule set forth in the Construction Agreement, provided that construction is proceeding on schedule and the local matching share of costs is being expended proportionately.

Projects which have not been started within six months of the date of approval of the Preliminary Application must be withdrawn unless permission in writing for an extension of time has been obtained from the State Library. Such permission will be given only in cases on emergency beyond the control of the applicant.



## ARCHITECTURAL RESPONSIBILITY

Architectural or engineering supervision and inspection must be provided at the construction site to insure that the completed work conforms to the approved plans and specifications. Representatives of the State Library will have access at all reasonable times to all construction work for the purposes of inspection.

The State Library will send a representative to the construction conference with successful bidders.

PROGRESS REPORTS will be furnished monthly in the form specified by the State Library.

The architect will forward to the State Library WEEKLY WAGE REPORTS from contractors.

## CONSTRUCTION REQUIREMENTS

All construction contracts for projects shall contain U.S. Department of Education required statements regarding wage determination, labor standards, safety, equal employment opportunity and compliance with the Clean Air and Water Acts. Specific information on these requirements will be furnished to the architect on request.

The contractor(s) must submit weekly a copy of all payrolls, accompanied by a statement of compliance. Payrolls will be examined to verify labor standards compliance.

A State Library representative will make on-site labor standards checks of employees of the contractor(s).

Procedures for bid advertisement and awarding of all contracts must conform with the GENERAL STATUTES OF NORTH CAROLINA, Chapter 143, Article 8.

Specifications, cost and acquisition data for all equipment purchased with federal project funds must be submitted to the State Library. Periodic inventory reports will be required.

## SIGNS AT SITES

All construction project sites must display signs stating that federal funds provided under the Library Services and Construction Act, granted by the Division of State Library of North Carolina Department of Cultural



Resources, are being used for this construction. If specifications call for a plaque in the completed building indicating the date of completion and sources of funds, the grantee must note on the plaque that funds were provided under the Act.

#### FUNDING AND PRIORITIES

The percentage of each project's total cost which will be allocated from federal funds will vary according to the total North Carolina allotment for any given year and its required federal to state/local match. The LSCA annual program for any year in which there is an LSCA annual program for any year in which there is an LSCA Title II appropriation will specify the required match.

Project applications will be evaluated according to the following factors:

Compliance with the criteria, procedures and regulations on the preceding pages,

Degree to which a proposed project would meet recommendations for building size, volumes and seating capacities for the community to be served,

Service area of the proposed project and/or population to be served by the proposed project,

Previous federal funding for construction.

#### HEARINGS

Any applicant who is denied funding and who wishes to contest that denial may file a petition with the North Carolina Office of Administrative Hearings, in accordance with the law, policies and procedures as set forth in Articles 3 and 4, Chapter 150A or the North Carolina General Statutes. Copies of this statute and related guidelines or other information are available from the State Library or from the NC Office of Administrative Hearings, Raleigh, NC 27611.

#### ADDITIONAL INFORMATION

Further information or clarification is available from the State Library's Grants Administrator, 109 East Jones Street, Raleigh, NC 27611. (Telephone, 919/733-2570)



## SOURCES

INTERIM STANDARDS FOR SMALL PUBLIC LIBRARIES: Guidelines Toward Achieving the Goals of Public Library Service. Public Library Association, American Library Association, 1962.

MINIMUM STANDARDS FOR PUBLIC LIBRARY SYSTEMS, 1966. Standards Committee and Subcommittees, Public Library Association, American Library Association, 1967.

STANDARDS FOR PUBLIC LIBRARY SERVICE IN NORTH CAROLINA. Standards Committee, Public Libraries Section, North Carolina Library Association, 1976.

Statute: P.L. 98-480, as amended, LSCA

Regulations: 34 CFR Part 74 (CODE OF FEDERAL REGULATIONS)  
 34 CFR Part 75.660-616  
 34 CFR Part 76  
 34 CFR Part 770

Program Memorandum--86-3

Issued August 1, 1986, by Robert Klassen, Director, Public Library Support Staff, Library Programs, Office of the Assistant Secretary for Educational Research and Improvement, United States Department of Education.





## CRITERIA, POLICIES AND PROCEDURES FOR THE ALLOCATION OF LSCA TITLE III FUNDS

Interlibrary cooperation has a strong tradition in North Carolina, with such examples as cooperative collection development between Duke University, North Carolina State University and the University of North Carolina at Chapel Hill, and the North Carolina Union Catalog, both started in the 1930's. The State Library's role in interlibrary cooperation took new emphasis with a 1977 addition to the General Statutes giving the State Library responsibility for planning and coordinating cooperative programs between the various types of libraries in the state (G.S. 125-2(10)).

In the late 1970's State Library's new Multitype Library Cooperation Consultant and an Ad Hoc Committee on Multitype Library Cooperation (joined with the North Carolina Library Association's Networking Committee in 1979) evaluated many areas, and a Technical Subcommittee wrote specifications for a statewide study. In 1982 King Research, Inc., published its NORTH CAROLINA LIBRARY NETWORKING FEASIBILITY STUDY, after which the State Library formed a Networking Steering Committee, with several task forces, to follow up on the study's recommendations. By late 1985 the network construction effort had reached the stage where it was reasonable to begin to implement the recommendations derived from the study, the steering committee and its predecessor groups.

Based on the philosophies undergirding the 1977 legislation, the 1982 study and the committees' work, network objectives and operating principles were developed, approved by the State Library Commission and the Cultural Resources Secretary, and published. They are as follows:

Networking involves the coordination of all forms of human action and interaction leading to the accomplishment of a common goal. It involves person to person communication that may be conducted face to face, electronically, on paper, or by a combination of these media. Networking has as its basis the principle that mutual aid will benefit all parties involved and contribute to the common good of the community. The North Carolina Library Network exists to serve all the citizens of the state. Its sole purpose is the improvement of the daily lives of North Carolinians through the provision of information. It assumes that access to the information necessary to conduct our daily lives is a basic human right and that the facilitation of this access is a duty of



government.

## OBJECTIVES

In order to fulfill this obligation, therefore, the North Carolina Library Network has established the following objectives in order to accomplish its mission:

1. The information needs of all segments of the community will be considered. The Network will exist to provide information to people, businesses and institutions to help them develop and prosper.

2. Access to the information needed to conduct daily life will be afforded to all the citizens of North Carolina.

3. Access to the information needed to aid the businesses and overall economic development of the State will be developed and made available to all segments of the community.

4. Sources of information crucial to the development of human potential will be afforded to all the citizens of the State.

5. Sources of information crucial to the general economic development of the State and the development of businesses in general will be afforded to all segments of the community.

6. Because of the diverse communities needed to be served, all appropriate federal, state, and local government agencies and all appropriate private institutions will be incorporated into the networking process.

## OPERATING PRINCIPLES:

1. There is no end to the networking process. Constant product development will be necessary in order to take advantage of new technology, exploit possible cost benefits, and insure the constant provision of information services to the people.

2. Costs will be kept down. Favorable terms will be negotiated with the utilities, equipment suppliers and other service providers so that even the smallest library can participate in and experience the benefits of the system.

3. Networking efforts, while undergoing statewide development, will still need to rely on the goodwill and skills of the local community if they are to prosper.

4. The Network will not become an end in itself.

5. Finally, networking must be open to all functions and methods of cooperation - electronic, personnel, educational, etc. - so that as many



needs of the general community, business community and libraries are met.

These objectives and principles are the criteria and policies against which all services and operations of the North Carolina Information Network have been, are and will be evaluated. These criteria further reinforce the guidance provided by the 1977 legislation, that cooperative library development should be based on current successful programs, that it should represent the needs of all libraries, and that the emphasis should be on planning and coordination or a decentralized system rather than an attempt to centralize or bureaucratize the state's cooperative effort.

As the public libraries' enrichment grants address most of LSCA Title I's functions, so the North Carolina Information Network addresses all three or Title III's program functions or activities outlined later in this chapter. The network's design also followed two essential features of the King Research study's approach: flexibility and appropriate technology. The combined result is a statewide network currently offering the following services:

NORTH CAROLINA ONLINE UNION  
CATALOG

Via a contract with the Online Computer Library Center in Ohio, an electronic union catalog of books held by all types of libraries in the state is available to network participants. This catalog already contains holdings records for over six million books.

NORTH CAROLINA ONLINE UNION  
LIST OF SERIALS

A statewide online union list of serials provides information on which libraries have which journals, periodicals, magazines, etc.

STATEWIDE ELECTRONIC MAIL  
AND BULLETIN BOARDS

Via a contract with Western Union, statewide electronic mail and bulletin board systems give up-to-date news about library meetings and job vacancies, etc., and make available to library users a wide variety of government-produced

## COMPUTERIZED INFORMATION DATABASES

information, as well as access to over 700 computerized information databases in all subjects.

## TELEFACSIMILE MACHINES

By the fall of 1987 at least 22 libraries across the state will have telefacsimile machines to speed transmission of copies of all kinds of documents, particularly journal articles.

Major network uses of Title III funds over the next several years will be tapeloading of non-OCLC member libraries' machine-readable records into the online union catalog, data entry for the North Carolina Online Union List of Serials, creation of additional electronic bulletin boards, and upgrading of the network's telecommunications structure.

Other cooperative services and projects supported by Title III are described below. As with Title I, each Title III project involving subgrants has its own set of guidelines and application and report forms. All grant recipients submit fiscal and evaluative reports at the end of each grant period.



**The Division of State Library**

**North Carolina Department of Cultural Resources**

**WORKING PLAN**

**August 1987**

**Developed by**     Jane Williams, State Librarian  
                      Howard McGinn, Assistant State Librarian  
                      David Bevan, Information Services Section Chief  
                      Eunice Drum, Technical Services Section Chief  
                      Marion Johnson and Kitty Smith, Public Library  
   Development Section Chiefs  
                      John Welch, Grants Administrator





## Preface

From April through July 1987, the State Library's managers held several discussion, evaluation and planning sessions, some of them with other staff members, to assess the status of services and determine which should receive priority over the next several years. The result of those sessions is the following working plan.

The plan was deliberately developed as one for the State Library rather than for statewide library development. It deals with what the State Library intends to do to aid statewide development of library and information services, but it does not prescribe what local libraries must do.

The mission statement, guiding principles and goals are inclusive and are built on the responsibility and authority given the State Library under the North Carolina General Statutes. The objectives are more specific and are built on a combination of state and federal laws, rules and regulations, continuation of traditional services, previous plans, and guidance received from the Cultural Resources Secretary, the State Library Commission, and other groups advising on the State Library's services.

The yearly actions are founded on knowledge of which services need to be strengthened and expanded, the ability to take advantage of new opportunities, and emphases required by new legislation. The focus in the yearly actions is on services that will change, and those services are addressed in more detail in the plan. Other services that are just as important, but that are not expected to change in major ways in the near future, receive less attention in the written plan.

This plan helps set directions and priorities for the investment of the State Library staff's time, energy and resources in the near future. It is hoped that the plan also helps set a general climate and tone for how the State Library will conduct its business. Except in matters of grants administration, the State Library will not attempt to act as an enforcer or regulator of library activity across the state. Rather, the State Library will foster and encourage growth and, more than any other single role, will function as an enabler for the continued development of library and information services for North Carolina.

This working plan will form the basis of the long-range plan update and the proposed annual program as required by the Library Services and Construction Act for North Carolina's allotment of the LSCA funds for the 1988 federal fiscal year. The LSCA plan and program will address more specifically the purposes and target groups served by each title of the act.

This working plan will be updated yearly.

Jane Williams  
State Librarian

August 1987





**MISSION STATEMENT:** The State Library shall provide resources, services and programs to function as an information distribution system and a resource center for state government and the people of North Carolina to promote knowledge, education, commerce and business in the state. The State Library is responsible for assisting in the development and provision of library and information services in general. The North Carolina State Library is an advocate of the people's right to know, which is guaranteed by the U.S. Constitution and state policy and law.

To carry out this mission, goals, objectives and strategies have been defined. However, there are some methods of operation which apply equally to all the goals, objectives and strategies and which further define the State Library's philosophy as a partner with other libraries in North Carolina and as an enabler of improved library and information services. These methods and this philosophy are identified as

**GUIDING PRINCIPLES:**

1. Responsibility for planning shared with all types of libraries professional associations and graduate library education programs in the state.
2. Responsibility for provision of services shared with all types of libraries in the state.
3. Working with all types of libraries and other organizations and individuals at their own levels of need and expertise and in consideration of their local situations.
4. Conduct of business in an open and forthright manner.
5. Active pursuit of accomplishment of goals and objectives.

MISSION STATEMENT: The State Library shall provide resources, services and programs to citizens as an information dissemination system and a resource center for state government and the people of North Carolina in business, education, science and business. The State Library is responsible for assisting in the development and operation of library and information services in general. The North Carolina State Library is an advocate of the citizen's right to know, which is guaranteed by the U.S. Constitution and state policy and law.

To carry out this mission, goals, objectives and strategies have been outlined. However, there are some aspects of operations which apply equally to all the goals, objectives and strategies and which further define the State Library's philosophy as a partner with other libraries in North Carolina and as an employer of trained library and information personnel. These methods and data philosophy are identified as:

#### CULMINATING PRINCIPLES:

1. Responsibility for planning shared with all types of libraries professional associations and business library education programs in the state.
2. Responsibility for provision of services shared with all types of libraries in the state.
3. Working with all types of libraries and other organizations and individuals to build new levels of knowledge and expertise and in recognition of their local situations.
4. Freedom of resources in an open and thoughtful manner.
5. Active pursuit of recognition of goals and objectives.



## GOAL A

PROVIDE SPECIALIZED INFORMATION SERVICES TO ORGANIZATIONS AND INDIVIDUALS FOR WHOM THE STATE LIBRARY IS THEIR PRIMARY LIBRARY.

A.1: Provide library and information services to personnel in all branches of state government in pursuit of each branch's objectives.

A.1.a: Purchase, maintain and make available collections of books, periodicals, newspapers, maps and other materials; subscribe to computerized databases.

### Actions: 1987/88

Revise the collection development policy to focus on public policy issues.

Computerize the check-in and records maintenance systems for periodicals and serials.

Convert to an online catalog.

Evaluate selection procedures for possible streamlining and assignment of specializations in selection.

1988/89 Analyze collections for strengths and weaknesses as related to the revised collection development policy.

1989/90 Begin to strengthen weak areas of the  
1990/91 collections.

Ongoing Acquire, catalog and process materials in an efficient and timely manner, maintaining current quality and standards.

A.1.b: Actively distribute information and promote guidance in locating and using information from the collections.

### Actions:

1987/88- Evaluate job-related information needs  
1988/89 of state personnel in Raleigh; move to a more active provision of that information.

A.2: Provide library services to North Carolina citizens unable to read or hold standard print materials because of visual or other physical impairments.

A.2.a: Acquire, maintain, house, circulate, inspect and repair books and magazines (on tape and disc and in braille and large print) and playback equipment sufficient to meet the needs of the population which the N.C. Regional Library for the Blind and Physically Handicapped is charged to serve.

Actions:

1987/88- If additional positions are funded,  
1988/89 pursue restructuring of the library.

1988/89 Investigate the establishment of a consumer advisory board.

1988/89- Develop, document and carry out policies  
1989/90 and procedures for collection development, retention and weeding.

A.2.b: Produce books and magazines of special interest to North Carolina citizens through a volunteer taping and braille program.

Actions:

1987/88 Develop production and duplication policies.

A.2.c: Maintain liaison with the National Library Service of the Library of Congress as part of the nationwide network of libraries for the blind and physically handicapped.

Actions:

Ongoing Strive to meet the Standards and Guidelines of Service for the Library of Congress Network of Libraries for the Blind and Physically Handicapped.

A.2.d: Serve as an information resource on handicapping conditions, aid and appliances, other agencies serving the handicapped, etc.



GOAL B:

SEE THAT CITIZENS ARE PROVIDED A BROADER RANGE OF MATERIALS AND SERVICES THAN COULD BE PROVIDED SOLELY BY LOCAL RESOURCES.

- B.1: Provide for the collection and distribution of information via the North Carolina Information Network to help individuals, business and institutions throughout the state to develop and prosper, and to help libraries serve their local roles as information distribution centers.

Actions:

1987/88 Begin to aid libraries in getting their holdings records entered in the North Carolina Online Union List of Serials.

Concentrate on local, district and statewide marketing, educational and training efforts to increase public awareness and use of network services.

Establish general advisory and product development committees to help guide and expand network services.

1987/88- Work with the State Library Commission  
1988/89 and the Cultural Resources Secretary to decide and establish a permanent governance and funding structure for the network.

Ongoing Continue to add libraries' non-OCLC records to the North Carolina Online Union Catalog.

Continue to build a telefacsimile network in libraries and other agencies throughout the state to speed up the transfer of documents.

- B.2: Aid in coordinating interlibrary loan activities among all types of libraries in the state, and provide information and materials to help supplement local libraries' collections.

Actions:

1987/88 Officially establish the Interlibrary Services Branch as the referral center for North Carolina for electronically placed interlibrary loan requests.

Establish methods and a schedule for closing the manual N.C. Union Catalog.



Ongoing Continue to adapt the interlibrary loan clearinghouse and supplemental information service functions to incorporate more electronic transfers of requests and responses, while still providing access via telephone and mail.

B.3: Provide North Carolinians access to 16mm films (and a specialized collection of videocassettes) through public libraries, institutions of higher education, and state agencies and institutions.

B.3.a: Acquire, maintain, circulate, inspect and repair the film and videocassette collections.

Actions:

1987/88 Assess videocassettes' role in the audiovisual services provided by the State Library.

Evaluate workloads to determine if the per-week cap on circulation should/can be raised.

B.3.b: Serve as an information resource on film.

B.4: Acquire, maintain, provide access to, and aid the public in using a collection of genealogical materials related to the state and the region.

Actions:

Ongoing Maintain the current level of service.

B.5: Collect, make accessible, and provide aid in using information produced by the United States government and North Carolina government.

B.5.a: Provide a selected collection of federal publications for the use of state government personnel and the public.

Actions:

Ongoing Maintain the current level of service.

B.5.b: Provide a comprehensive collection of state publications for the use of state government personnel and the public.

Actions:

1987/88 Define more specifically the categories of state publications to be cataloged or re-cataloged in machine-readable format.



Begin to carry out a statewide depository system for state publications.

B.5.c: Provide information produced by N.C. state agencies electronically via the N.C. Information Network.

Actions:

1987/88 See that State Data Center information becomes available through electronic bulletin boards.

Ongoing Investigate the types of information collected, compiled or created by all state agencies and see that the relevant information that is adaptable to statewide distribution via electronic bulletin boards is so distributed.

B.6: Develop and/or coordinate statewide programs, such as the Quiz Bowl, the summer reading program, and reading and discussion programs for adults, to improve and broaden local libraries' programming efforts for special groups.

Actions:

Ongoing Maintain the current levels of development and/or coordination of existing statewide programs.





## GOAL C:

SEE THAT CONSULTATIVE AND TECHNICAL SUPPORT, DATA COLLECTION, RESEARCH, PLANNING, ANALYSIS, STANDARDS AND EVALUATION HELP LEAD TO LIBRARY AND INFORMATION SERVICES OF THE HIGHEST QUALITY AND LEVELS POSSIBLE.

C.1: Provide consultative services, appropriate to local needs and situations, to libraries and other group and individuals interested in library and information services.

C.1.a: Provide consultants to assist public libraries (and other types of libraries secondarily) toward improved management and operations, adult and youth services, automation, and services to such special groups as disadvantaged people of all ages, and people who are in business, and professions, and government.

### Actions:

1987/88- For general contact and network training and promotion, have consultants work in geographic territories, referring requests for specific, in-depth assistance to consultants with the appropriate specializations.

C.1.b: Assist other state agencies maintaining separate libraries and advise them as to the best means of operating such libraries.

### Actions:

Ongoing Catalog materials for the libraries in the Museum of Art, the Department of Labor, the Governor's Executive Mansion, and the Division of Health Services.

1988/89 Evaluate if and how cataloging and/or other services can be extended to other state agencies' libraries.

C.1.c: Provide consultative services to help establish and expand public library types of services for patients, inmates and residents of the state health and correctional institutions.

### Actions:

Ongoing Advise institutions receiving state or federal grants from the State Library on the uses of those grant funds and, when



possible, advise them on other matters regarding improvement of their libraries' services.

- C.2: Purchase, process and catalog books for North Carolina public libraries and state institutions choosing to use the Processing Center's services.

Actions:

1987/88 Continue operations as currently structured.

1988/89- Change to new contract and fee collection procedures for member libraries.

- C.3: Collect, compile, publish and interpret data on resources and services of libraries in the state.

Actions:

1987/88 Begin to participate in the Public Library Association's national data collection program.

Begin automating the annual compilations of library data.

- C.4: Encourage and participate in collaborative efforts with other agencies, groups and individuals to see that local library resources and services are strengthened and expanded.

Actions:

1987/88- Continue to contract with the N.C. Literacy Association to provide expert advice to public libraries and other community agencies to establish and expand local, volunteer-based literacy programs for adults.

Ongoing Maintain contact and work with the NC Humanities Council and other groups with similar aims to expand libraries' functions and programs as educational institutions.

Maintain contact and work with other state departments (e.g., Administration, Commerce, Community Colleges) to make their services and information more available through local libraries and other community agencies.



GOAL D:

SEE THAT THE STATE'S CITIZENS ARE AFFORDED EQUAL OPPORTUNITY TO LIBRARY AND INFORMATION SERVICES THROUGH A COMPREHENSIVE INFRASTRUCTURE OF OUTLETS, COMMUNICATIONS SYSTEMS AND PUBLIC AWARENESS PROGRAMS.

D.1: See that library buildings are accessible, functional, adequate, attractive and planned to meet local users' needs.

Actions:

1987/88 Reorganize public, staff and stack areas in the State Library's Information Services Section to make better use of space, staff and materials.

1987/88- Plan for and expand the State Library's  
1990/91 space in the Archives/Library building when the NC Museum of History moves to its new building.

1987/88 Work with the Cultural Resources Secretary and the State Library Commission to allot and administer the new state fund for public library construction.

1988/89- With the LSCA Advisory Council, the State Library Commission and the Cultural Resources Secretary, coordinate the policies and procedures for administering the state and federal funds for public library construction so that one application/review/award cycle is followed yearly.

Ongoing Work with and advise local libraries on all phases of new construction, expansion and remodeling projects, whether or not those projects are receiving state or federal grants administered by the State Library.

Encourage the placement of library outlets in nontraditional locations.

D.2: Help increase public awareness of libraries' functions and use of their resources and services.

Actions:

1987/88- Plan and carry out a comprehensive  
1989/90 marketing program to enable more citizens eligible for the services of the NC Library for the Blind and

Physically Handicapped to use them.

Emphasize marketing and publicity campaigns for the respective clienteles of the State Library's services to state government and of the NC Information Network's services.

D.3: Help publicize libraries' services and events and distribute information about noteworthy services and events through a program of newsletters, press releases and related methods.

Actions:

1987/88- Increase state and national coverage of services and events in the NC library community.

Ongoing Maintain the current levels of newsletter publication by the State Library.

D.4: See that all appropriate, advanced means of electronic, remote communication are employed by libraries to the advantage of their users.

Actions:

Ongoing Seek favorable rates and arrangements for libraries' long-distance telephone users.

Help libraries develop local and/or district networks.

Help libraries take advantage of public access cable television channels for programming and distribution of information.



GOAL E:

SEE THAT FINANCIAL SUPPORT AND ACCOUNTABILITY ARE SUFFICIENT TO ASSURE QUALITY LIBRARY AND INFORMATION SERVICES.

- E.1: Seek state appropriations to support fully the services that the State Library has statutory responsibility to provide.

Actions:

1987/88- Seek additional funds to support  
1988/89 services so that dependency on federal funds for ongoing operational costs is reduced or eliminated.

- E.2: Support local libraries in securing adequate appropriations from their primary funding sources.

- E.3: Administer the Aid to Public Libraries Fund to meet the fund's statutory intent and to conform to the rules and regulations governing the fund.

Actions:

1987/88- Phase in changes in local funds credited  
1989/90 toward the match for state funds and standardize other local accounting and reporting procedures to increase accountability for all funds and assure audit-readiness at all times.

- E.4: Administer funds allotted North Carolina under the federal Library Services and Construction Act (LSCA) to meet the act's statutory intent and to conform to the rules and regulations governing the act.

Actions:

Ongoing Work with the LSCA Advisory Council to plan and evaluate the federal programs and adjust the programs and grant projects yearly to assure that they continue to meet the act's purposes.

- E.5: Pursue foundation and grant funds (other than LSCA) to support State Library and/or local library initiatives.

- E.6: Establish a foundation or endowment for the State Library and/or local libraries.





## GOAL F

PROMOTE THE RECRUITMENT AND ONGOING DEVELOPMENT OF QUALIFIED PERSONNEL AND OTHERS WORKING IN BEHALF OF LIBRARY AND INFORMATION SERVICES; PROMOTE THE PROFESSION OF LIBRARIANSHIP.

F.1: Help plan and carry out programs to recruit outstanding individuals to librarianship and to promote the profession of librarianship.

### Actions:

1987/88- With the state's graduate library  
1988/89 education programs, the NC Library Association and other groups, formulate and begin carrying out plans to intensify recruitment to librarianship.

By news and feature stories and other means, increase public awareness of the profession's current and potential functions.

F.2: Support local, district and statewide efforts to see that library personnel have access to and participate in the staff development, training and continuing education programs required for them to provide the broadest range of current and future services for their communities, campuses and corporations.

### Actions:

1987/88- Help plan and begin to carry out post-  
1988/89 master's-degree programs for library management and for business information specialist training.

1987/88- Increase the availability of and participation in educational and training activities for the State Library's staff.

Ongoing Support and provide advice on the operation of the NC Library Staff Development Programs.

F.3: Provide staff support for the N.C. Public Librarian Certification Commission.

### Actions:

1988/89 With the commission, the public library community and other interested parties, evaluate the purposes served by certification of public librarians.

F.4: Support local and state-level efforts to help library trustees and friends fully carry out their functions.

Actions:

1987/88 Help plan and begin to carry out annual institutes to educate and develop new public library trustees.

Ongoing Provide staff support for the Friends of N.C. Public Libraries.

F.5: Cooperate with other concerned groups and individuals to see that library personnel's salaries and benefits are fair and competitive among all types of libraries in the state and that they are, to the extent possible competitive with private enterprise.

Actions:

1987/88- With other state agencies and institutions, pursue classification studies of all library personnel in the agencies and institutions.

Ongoing Support the public library community's work on recommended salaries and the achievement of salary parity with public school library/media center personnel.



GOAL G:

PROMOTE STATE, REGIONAL AND NATIONAL LEGISLATION AND INITIATIVES ADVANTAGEOUS TO THE DEVELOPMENT OF LIBRARY AND INFORMATION SERVICES IN NORTH CAROLINA.

- G.1: See that current and potential state legislation provides the best possible environment for the development of library and information services to all citizens.

Actions:

Ongoing Provide data and statements of impact regarding proposed legislation affecting library services in the state.

Help plan and participate in the biennial N.C. General Assembly Library Days.

- G.2: Maintain contact and work with southeastern states in regional associations and other groups.

- G.3: Maintain contact and work with national agencies and groups to preserve, strengthen and expand productive nationwide programs to develop library and information services.

Actions:

1987/88-1990/91 Support and work with the White House Conference on Library and Information Services Taskforce to plan and carry out a state-level conference and the second White House Conference.

Ongoing Provide data and statements of impact regarding proposed changes in federal laws, rules and regulations (e.g., the Library Services and Construction Act, postal and telecommunications rates, the Freedom of Information Act) to legislators, the U.S. Department of Education, the American Library Assoc., and other interested parties.

Help plan and participate in the annual National Library Legislative Days.

Maintain memberships and participate in the programs and work of such national organizations as the American Library Association, the Special Libraries Association, and the Chief Officers of State Library Agencies.



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STATE LIBRARY OF NORTH CAROLINA  
SERVICES IN NORTH CAROLINA

1. The purpose of this study is to determine the extent to which the State Library of North Carolina is providing services to the public.

2. The study will be conducted in three phases: (a) a survey of the State Library's current services; (b) a survey of the needs of the public; and (c) a comparison of the two surveys.

3. The survey of the State Library's current services will be conducted by the State Library staff. The survey of the needs of the public will be conducted by a committee of representatives of the public. The comparison of the two surveys will be conducted by the State Library staff.

4. The results of the study will be used to determine the extent to which the State Library is providing services to the public and to develop a plan for improving the State Library's services.

5. The study will be completed by the end of the year. The results of the study will be reported to the State Library staff and the committee of representatives of the public.

6. The study will be conducted in accordance with the following guidelines:

- (a) The study will be conducted in a systematic and objective manner.
- (b) The study will be conducted in a timely manner.
- (c) The study will be conducted in a cost-effective manner.
- (d) The study will be conducted in a manner that is consistent with the State Library's mission.

7. The study will be conducted in accordance with the following guidelines:

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- (a) The study will be conducted in a systematic and objective manner.
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